

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Women and Minorities in the Foreign Service

Executive Registry

84-2424

FROM:
Robert W. Magee
Director of Personnel

EXTENSION

NO.

DATE

6 June 1984

1. (Name, designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. *ORC*

Executive Director

11 JUN 1984

ORC

In the event you did not see it. I call to your attention Roy Atherton's article in the current State newsletter about women and minorities in the Foreign Service. Although the article itself is quite upbeat, you will detect they have the same problems we do, particularly at the Senior Foreign Service (SFS) level. The last section, "Areas of Ongoing Concern," is the most interesting. State has 3.6% in their SFS which compares favorably to our 2% in SIS. Roy has concluded, however, that the feeder group in State will, in very short order, bring this into balance. He is relying on the promotion process rather than recruiting lateral entries.

I was with Roy last weekend, discussed his article and said that on the basis of our experience I do not share his optimism that the feeder-group concept would work over an acceptable timeframe. I described the "hit the ceiling" phenomenon we share with industry. He was interested in our experience. It will be interesting to see if State is able to make the feeder group work without forced feeding.

Robert W. Magee

cc: DDA

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Women and Minorities in the Foreign Service

Executive Registry

84-2424

FROM:
Robert W. Magee
Director of Personnel

EXTENSION

NO.

DATE
6 June 1984STAT
SIAT

TO: (Officer designation, room number, and building)

DATE

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1.

Executive Director

2.

3.

Deputy Director of
Central Intelligence

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

In the event you did not see it. I call to your attention Roy Atherton's article in the current State newsletter about women and minorities in the Foreign Service. Although the article itself is quite upbeat, you will detect they have the same problems we do, particularly at the Senior Foreign Service (SFS) level. The last section, "Areas of Ongoing Concern," is the most interesting. State has 3.6% in their SFS which compares favorably to our 2% in SIS. Roy has concluded, however, that the feeder group in State will, in very short order, bring this into balance. He is relying on the promotion process rather than recruiting lateral entries.

I was with Roy last weekend, discussed his article and said that on the basis of our experience I do not share his optimism that the feeder-group concept would work over an acceptable timeframe. I described the "hit the ceiling" phenomenon we share with industry. He was interested in our experience. It will be interesting to see if State is able to make the feeder group work without forced feeding.

Robert W. Magee

cc: DDA

DCI
EXEC
REG

STAT

L-290

On the Job

Is the Foreign Service representative?

A farewell to the top hat

By ALFRED L. ATHERTON JR.

The author is director general of the Foreign Service and director of personnel.

ONE OF THE MOST enduring, yet outdated, images of the Foreign Service is that of the U.S. diplomat in top hat and striped pants. This figure, who still appears from time to time on editorial pages, has no doubt helped to perpetuate the still popular notion that the typical Foreign Service officer is a white male, with an unusual first name, a substantial inheritance and a diploma from an elite and expensive university.



Mr. Atherton

The Foreign Service itself has been partially responsible for this stereotype. Although the Department of State has been recruiting from west of the Appalachians for the better part of this century, as recently as 1971 female officers were expected to resign from the Service upon marriage. Indeed, those were the days when we proudly told Congress that the assignment of a married (male) Foreign Service officer abroad meant that the U.S. taxpayer, in effect, was getting two employees for the price of one. Fifteen years ago, minority FSOs were rare. In 1969, the earliest year for which we have available figures, minorities made up 2% of our entire FSO corps: 3% at the junior level, 2% at the mid-level and 1.3% at the senior level.

While old stereotypes survive, major changes have come to the Service. Foreign Service people today, particularly at the junior and

mid-levels, better reflect the population diversity of the United States. A 1983 survey shows that they have grown up in all parts of the country, with 36.5% coming from the Northeast, 24.2%, from the Middle West, 13% from the west coast and 11.4% from the South. This distribution reflects almost exactly the distribution of the adult population of the United States, with the not surprising exception that 4.5% of the survey's respondents grew up outside the United States, while another 7.5% had moved so frequently during their youth that they were unable to identify with any particular geographic region. This same survey also shows there is considerable diversity in educational institutions attended. At the time of entry into the Foreign Service, about 13% of our personnel had degrees from Ivy League schools and approximately 11% had studied at public or private institutions in the Washington area, while the remainder had obtained degrees from over 250 colleges and universities throughout the United States.

Our efforts to recruit women and minorities

The changes which have occurred in the makeup of the Foreign Service haven't just happened. A critical factor in the increase in the number of women and minorities in the Service has been a vigorous, sustained recruitment effort involving the commitment of significant resources. Central to these efforts has been a highly successful affirmative action hiring program for minority junior officer candidates, first established in 1967. From 1967-1983, we recruited a total of 417 minority junior officer candidates, with over half of these coming on board during the last six years. Of these 417 entrants, over 80% have stayed in the Service.

A total of 212 have already been tenured, and we expect that the great majority of those who have not yet been granted tenure will receive it during the next three years.

Our other affirmative action program for the Foreign Service has been the mid-level program for women and minorities, established in 1975. With a goal of 100 hires, the mid-level program took in 156 officer candidates through the end of 1983, 104 of whom entered between 1980-83. Thus far, over 90% of the individuals admitted through the mid-level program are still in the Service. We have decided to phase out the program over a three-year period, beginning this year, because of (a) the great improvement in the number of minorities and women at the mid-level of the Foreign Service, (b) our preference for using the junior officer program as our principal vehicle for achieving affirmative action goals for the Foreign Service, and (c) the fact that hiring and retention under the mid-level program has already been substantially in excess of our original goals. By the time this program is phased out in 1987, it will have been used to hire 192 women and minorities—almost twice our original goal. It also will have played a major role in the effort to create a Foreign Service more representative of American society—an objective adopted unambiguously since the early 1970s and embodied in the Foreign Service Act of 1980.

Building a more representative Service has required more than simply setting up employment opportunities. Promoting our affirmative action programs, and interesting women and minorities in Foreign Service careers, have caused us to increase the number of personnel involved with minority and female re-

cruitment. Recruitment efforts have included numerous visits to colleges and universities with large numbers of minority and female students; advertising in local newspapers and on radio stations to publicize visits by our recruiters; and attempts to enlist the support of major organizations representing women and minorities, to promote interest among these groups in Foreign Service careers. The response to our efforts has been very encouraging. Interest in the Foreign Service officer written examination has gone up considerably in both our target groups. About 40% of the takers of the December 1983 written examination were female, and 13% were minority. On this examination, the pass rate for females exceeded that of males. The number of minorities who took the Foreign Service oral assessment in 1983 was 458, a 15% increase over the previous year. Most importantly, minority aspirants who passed the oral assessment rose from 35 in 1982 to 61 in 1983, a jump of over 80%. As a result, we now have a large enough pool of minorities eligible for the oral assessment to meet our affirmative action commitments for Foreign Service generalists.

Changed profile of the Foreign Service

Nothing can illustrate more dramatically the changes which have taken place in the Foreign Service during the past decade, and especially during the last four years, than comparative statistics for Foreign Service generalists. At the end of 1983, minorities accounted for 12.5% of all Foreign Service generalists, as compared to 2% in 1969 and 8.3% as recently as 1979. At the end of 1983, minorities accounted for 22.5% of all Foreign Service generalists at the FS-4/6 levels, 16.7% at the FS-3 level and 12.4% at the FS-2 level.

The rise in the proportion of women has been similarly striking. In 1971, when the Department discon-

tinued the practice of encouraging married FSOs to resign their commissions, women were only 5.1% of all FSOs. Women now account for 17.1% of all Foreign Service generalists, which is almost a 50% increase over the 1979 figure of 11.5%. At the junior officer levels of FS-4/6, women make up 28.4% of all generalists; they comprise 26.3% of all FS-3s, 16.2% of all FS-2s and 7.8% of all FS-1s.

During the last several years, we have also stepped up our efforts to achieve a better balance in Foreign Service specialist groups, whenever feasible. Although we have not established any special affirmative action programs for Foreign Service specialists, stimulating interest in careers as specialists among women and minorities has been a top priority of our recruiters. We are witnessing a steady rise in minority representation in most specialist categories, as well as a jump in female representation in those specialties which over the years have been almost exclusively male. In late 1983, minorities accounted for 8.7% of all Foreign Service secretaries, 7.8% of communicators, 18.4% of budget and fiscal officers and 10.8% of our nurses. Women were 9.1% of our communicators, 7.5% of our general services officer specialists, and 33.3% of our budget and fiscal officers. Although we have been able to recruit a male nurse and 10 male secretaries, women continue to dominate these specialties, accounting for 97.3% of our Foreign Service nurses and 99.2% of our secretaries.

Areas of ongoing concern

Despite the good progress I have outlined above, the number of women and minorities in the Senior Foreign Service continues to be far too low. The level of representation, which in 1983 was 3.2% for minorities and 3.6% for women, is more indicative of the old Foreign Service than the new one, and the small num-

bers also make it difficult for us to find adequate numbers of minority and female career officers at the senior grades to offer as candidates for ambassadorial and policy-level positions. While recruiting of individuals into the career service at the senior grades has always been a theoretical option to deal with the problem of underrepresentation, I believe the decision to rely on promotion through the system, though admittedly slower, will in the long run prove to be the sounder and wiser course to follow. While this course will take longer, the steady advancement we are now witnessing of women and minorities into and through the mid-level grades of the Service makes me confident that it is only a matter of time—and a rather short time at that—before there is a perceptible rise in minority and female representation in the Senior Foreign Service.

We must also intensify our efforts to interest women and minorities in careers as Foreign Service specialists. Although our record has improved in a great number of areas, it is clear to me that we can do even better. Our goal is not to achieve a precise balance in each specialist category; this would be unrealistic and represents a poor use of our resources. However, we do seek to eliminate in all areas of the Service past stereotypes that classify functions as "men's work" or "women's work." By doing this, we will be able to make optimum use of the talent of all our personnel.

Perhaps, most importantly, we need greater awareness throughout the Service of the importance of equal employment opportunity (EEO) to the fulfillment of our overall mission. Active support for EEO by all Foreign Service personnel is crucial. This means that managers must take the time to attend training courses relating to EEO, and encourage their employees to do so. Experienced personnel must be ready to

—(Continued on Page 55)

BURGER met with 35 representatives of the American League for Exports and Security Assistance, March 21, focusing on export controls, arms transfers and NATO. Conference Office MARIE BLAND coordinated the meeting . . . C. THOMAS BLEHA, director of this office and a former fellow, moderated the March 28 special briefing for 1984 Harvard University fellows, which covered Central America, U.S.-Soviet relations and the Middle East. LUIGI EINAUDI, Bureau of Inter-American Affairs; MARK PALMER, Bureau of European and Canadian Affairs; and ROBERT PELLETREAU, Bureau of Near Eastern and South Asian Affairs, addressed the group. Mrs. Bland coordinated this event . . . Media officer KATHLEEN KENNEDY supervised direct lines (telephone) interviews on Central American policy, reaching 27 editorial boards and 17 radio stations during the weeks directly preceding and following the El Salvador presidential elections, March 25 . . . Media/Principals Division chief JO COLLINGE accompanied Deputy Secretary KENNETH DAM to an appearance on the U.S. Chamber of Commerce cable television program, "Biznet." . . . Regional Programs Division chief GLORIA GASTON-SHAPIRO and regional programs officer DIANA WESTON served as co-managers of the

March 22 regional foreign policy conference in Birmingham, at which over 400 community leaders heard Mr. Eagleburger's keynote luncheon address on "Arms Control and National Security." JOE BECELIA and JOHN HAMILTON from the Bureau of Inter-American Affairs, WILLIAM KIRBY and DAVID GREENLEE of the Bureau of Near Eastern and South Asian Affairs, and TOM O'HERON and JOYCE RABENS from the Bureau of Economic and Business Affairs, participated in the day-long panel sessions . . . On April 4 Mr. Bleha moderated a national foreign policy conference on Central America, for over 300 representatives from media, Hispanic, labor, religious, veterans, business and women's groups across the country. Following welcoming remarks by Mr. Shultz, presentations were given by RODRIGO MADRIGAL, former president of the Costa Rican Legislative Assembly, and by NICHOLAS BRADY, former Kissinger Commission member. Conference officer BETTY CHRISTIANA served as coordinator for this event . . . On April 5, over 200 business executives were invited by Mr. Schultz to attend a national foreign policy conference in the Department. Among those participating were 66 chairmen, 20 chief executive officers, 59 presidents, and 68 vice presidents. Topics included: the foreign policy agenda for 1984, the Middle East, trade policy, U.S. perspective on the world financial and debt situation, monetary policy goals and the Central America initiative. The assistant secretary for economic and business affairs, RICHARD McCORMACK, was conference moderator. Secretary Shultz hosted and attended a reception for the business executives in the

Federal Reserve System's Martin Building Terrace Rooms. Ms. Bland was conference manager . . . On April 16 JANE OSTRANDER, formerly of the Office of Legislative and Intergovernmental Affairs, RANDEE EXLER, formerly of the Foreign Affairs Information Management Center, and EILEEN McCORMICK, formerly of the Office of the Coordinator for International Communication and Information Policy, joined the office. ■

Atherton

—(Continued from Page 13)

give their time, understanding and advice to career candidates who are attempting to obtain tenure in the Service. Work done in support of the Department's EEO objectives should be highlighted specifically in performance evaluations, and given appropriate consideration by promotion boards. While we have already come a long way in distancing the Foreign Service from the popular caricature of it, achieving complete success will require the active involvement of all hands.

A major contribution to the preparation of this article was made by Don Kursch of the Bureau of Personnel's Policy and Coordination Staff. ■



May 1984